STRATEGIC PLANNING FRAMEWORK

STATE OF NEW JERSEY
INFORMATION TECHNOLOGY
JANUARY 2004·2006

JAMES E. MCGREEVEY
GOVERNOR

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"YOUR INFORMATION TECHNOLOGY SERVICE PARTNER FOR A BETTER NEW JERSEY"

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State of New Jersey
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JAMES E MCGREEVEY
Governor

Dear Friends,

Thank you for your interest in information technology in the State of New Jersey. Building on our accomplishments over the past two years, we are now setting a new path for the management and growth of information technology statewide.

As Governor, I am pleased to present the New Jersey State Information Technology Strategic Planning Framework for 2004 to 2006. It focuses on six principles which will allow the state to improve service delivery to our residents and businesses.

In accordance with the recommendations of the National Governors Association, I support our state IT community's efforts and accomplishments in creating a framework that recognizes the importance of effectively managed information technology. Used properly, technology makes government leaner and more efficient while improving service to citizens and businesses.

To cite just one example, our work to improve the Motor Vehicle Commission exemplifies what information technology can do for citizens. New Jersey drivers can now renew their motor vehicle registration, request their driver history and take advantage of other services online. In addition, visits to the Motor Vehicle Commission Web site increased by more than 250 percent when the new site was launched, and our state has begun implementing digital driver licenses which will provide New Jersey citizens with one of the most secure licenses in the nation.

The plan presented here, developed by cross-agency collaboration, sets forth a course for improved IT management across state government. With your continued support and professionalism, we will continue to provide citizens and businesses with the best possible services to build a better New Jersey.

With all good wishes,

James E. McGreevey

James E. McGreevey

Message from the Chief Technology Officer

Since the 2001 publication of the first statewide information technology strategic plan, New Jersey government has made significant progress in using IT to improve services to New Jersey businesses, residents, and governmental agencies. When I began serving as chief technology officer in 2002, I focused the resources and energies of the Office of Information Technology (OIT) in five key areas: digital services, domestic preparedness, disaster recovery, diversity, and department outreach. I have also pursued a cooperative effort among all agency IT organizations to develop a plan for future growth and improvement of information technology services statewide.

The past few years have witnessed substantial growth of our data networks, the development of an extensive distributed IT infrastructure, and the implementation of dozens of online services, ranging from tax filing and auto re-registration for the public to new information retrieval techniques for our employees.

Now, however, greater expectations, new challenges, and the availability of innovative technologies require focusing on new priorities while continuing the work we originally started.

Today, residents and businesses not only expect easier access to government services but also a richer, well-coordinated online experience much like that provided by banks and retailers. The key to delivering the services that citizens expect is a coordinated approach to IT management, as identified by my colleagues in the National Association of State Chief Information Officers (NASCIO). Lessons learned from the catastrophic events of 9/11 reveal a great need for information sharing and information integrity. The acceleration of technological innovation and standards convergence makes it more possible than ever before to meet this need.

At the same time, leaner budgets, now and in the foreseeable future, argue for more thoughtful IT coordination, a renewed commitment to IT workforce development, and improved customer service. Legislative mandates dealing with privacy issues, such as HIPAA (Health Insurance Portability and Accountability Act), as well as new security concerns, demand a redoubling of efforts to secure our networks and systems from unauthorized entry.

To address these new conditions, we have developed a specific, actionable framework for IT strategic planning. By following this framework and the forthcoming strategic and implementation plans, we will build on the solid work of yesterday while progressing to a more mature and more coordinated IT infrastructure for improved program delivery across state government. We want to be "your information technology service partner for a better New Jersey."

Steve Dawson
Chief Technology Officer

Advisory Group

Chief Technology Officer Charles S. Dawson extends his thanks to the people who contributed to the development of New Jersey's Information Technology Strategic Planning Framework. He commends the following individuals for dedicating their time to the intensive two-day workshops, and applying their leadership, insight, guidance, and expertise to this collaborative effort.

Executive Branch

James M. Davy, Office of the Governor – Chief of Management and Operations, Ex officio
Charles S. Dawson, Office of Information Technology – Chief Technology Officer

Robin Andujar, Personnel - Assistant Commissioner of Finance, Technology & Administration
Maria Cardiellos, Law and Public Safety – Chief Information Officer
Alfonsina Comune, Office of Information Technology – Chief of Staff
Jacob Eapen, Human Services – Assistant Commissioner
Caroline Ehrlich, Treasury – Chief of Staff
James Falstrault, Treasury – Deputy Director, Office of Legislative Affairs
Charlene Holzbaur, Treasury – Director of OMB
Thomas Labue, Treasury – OMB Budget Analyst
Louis Marino, Human Services – Director, Information Systems
Chris Rein, Office of Information Technology – Chief of Operations
Cathy Samuels, Personnel – Director of HRDI
Richard Stewart, Treasury – Chief Technology Officer
Ronald Stewart, Transportation – Director of Information Technology
Anna Thomas, Office of Information Technology – Administrator, Strategic Development
        and Digital Communications
Terry Young, Office of Information Technology – Administrator, Enterprise Services

Judicial Branch

James Rebo, Judiciary – Chief Information Officer

Legislative Branch

Harold Berkowitz, Office of Legislative Services – Chief of Information Technology

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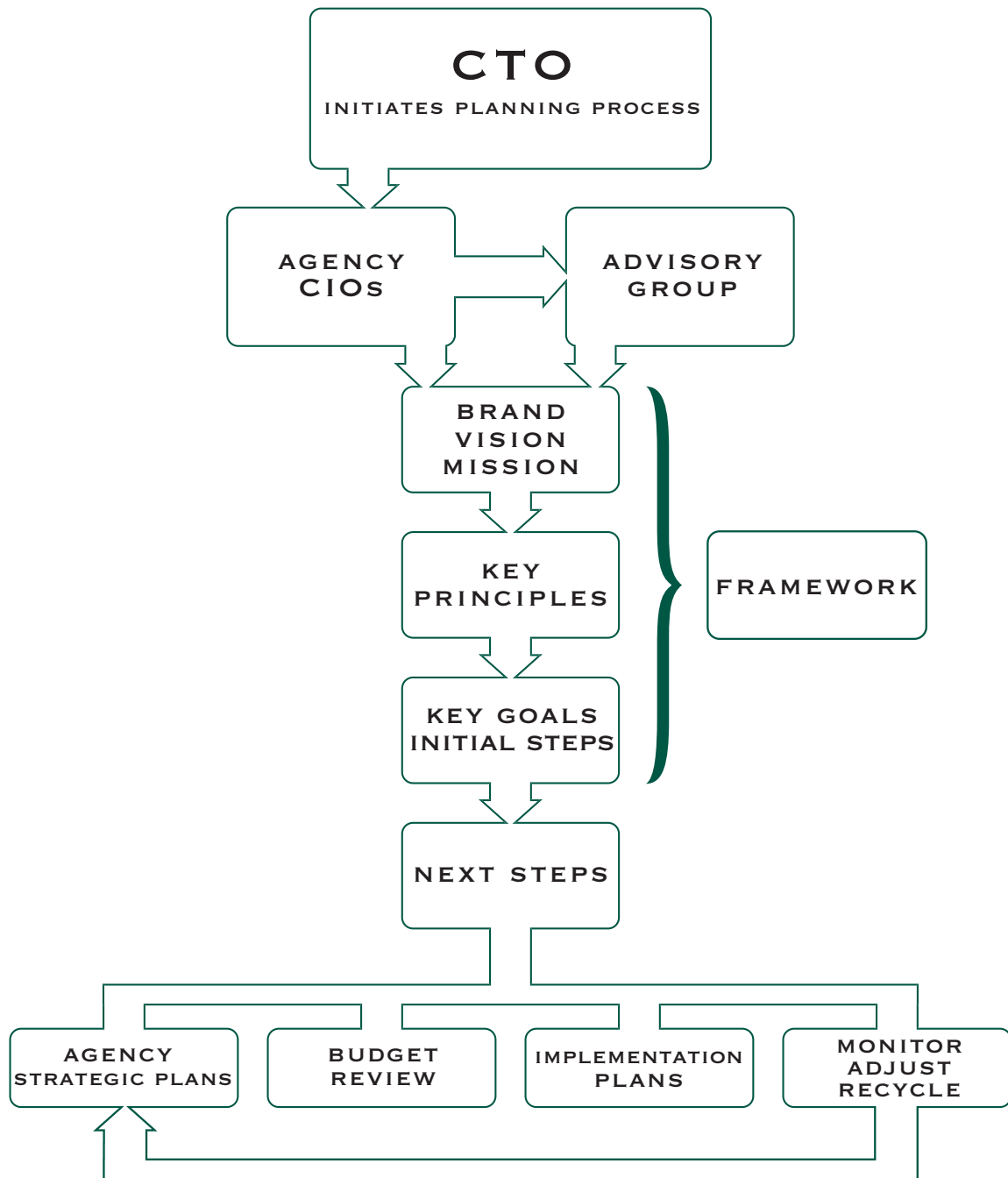
Planning Process

Beginning in October 2003, Chief Technology Officer Charles S. Dawson led a team effort to define the needs, resources, challenges, and future orientation of the NJ IT community. A strategic plan team initiated outreach to engage state executive branch leadership in a dialogue on the value of IT and where change needs to occur. Representatives from the legislative and judicial branches were invited to serve in an advisory capacity. The NJ IT community was defined as the IT organizations within all state executive branch agencies and authorities.

Policy, planning, and management representation from the state departments of Treasury, Personnel, Community Affairs, Transportation, Human Services, and Law and Public Safety worked together to identify the IT business challenges facing the state and to establish the state's strategic IT priorities. All state CIOs were invited to a CIO strategic planning session to capture specific needs, identify key thematic areas where results are expected, and categorize recommendations for aligning strategies and tactics in the months ahead.

Subsequently, an advisory group was established (see advisory group listing, p. 3). In two half-day sessions facilitated by META Group, Inc., the advisory group generated a new brand phrase for the state of New Jersey IT community: Your Information Technology Service Partner for a Better New Jersey. Additionally, the CIO planning sessions endorsed the six key principles with a number of specific actions to be carried out in each area (see Six Guiding Principles, p. 10). The following chart details the steps in the process leading to this framework, the agency strategic plans, and the implementation plans that will follow.

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Planning Process Chart

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AGENCY STRATEGIC PLANS   **BUDGET REVIEW**   **IMPLEMENTATION PLANS**   **MONITOR ADJUST RECYCLE**

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Introduction

The New Jersey state information technology (IT) community has worked diligently to develop a comprehensive offering of online services and technology solutions to meet the needs of diverse residents, businesses, government entities, and state employees. For example, the state Web site (www.nj.gov), the state's primary vehicle to deliver digital services, hosts dozens of online services, and more than 800,000 residents access the site each month. Approximately 975,000 New Jerseyans filed their 2002 state income taxes electronically, representing about 20 percent of all returns filed. Over 42,000 users have become registered users of the state portal, My New Jersey, allowing them to conduct business securely with the state through the Internet. The Garden State Network, the statewide government computer network, processed more than two billion transactions last year.

With service-level expectations of our constituencies increasing and IT organizations facing tight budgetary conditions, it is more important than ever to leverage our IT assets. With this objective in mind, this strategic planning framework emphasizes collaboration, communication, shared responsibility, knowledge-sharing, and increased services for New Jersey's diverse constituencies built on a federated IT model.

A federated model flows from business strategies and drivers. It uses enterprise architecture to effect an efficient expenditure of IT funding and to provide solid IT return on investment. The federated model accomplishes cost efficiencies by defining common or shared architecture standards across autonomous program areas, providing interoperability while enabling state government entities to maintain diversity and uniqueness. Use of a federated enterprise architecture balances agency autonomy with enterprise needs.

Enterprise architecture is an overarching framework that considers the various levels of information systems development. Components of the enterprise architecture include business, information, systems, and infrastructure architecture. Jointly, these components address key enterprise-wide concerns such as business needs, seamless integration, data sharing, security, dependability, data integrity, and duplication reduction.
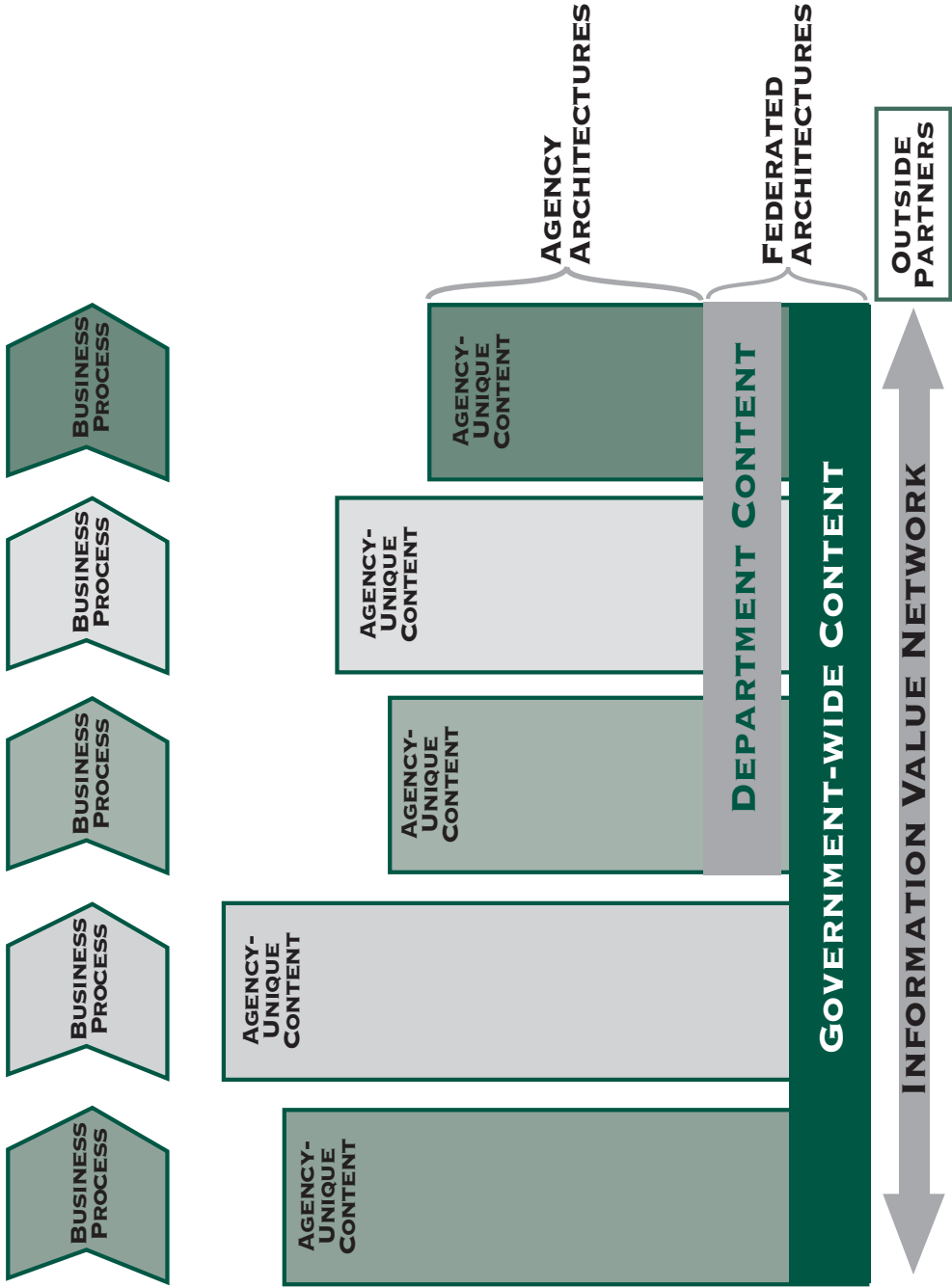
It is the combination of enterprise architecture used with a federated approach that provides standards for operations and growth, strengthens speed in implementation, maximizes cost efficiencies, and provides an optimal return on investment.

Recognizing the need for a coordinated approach to resource management and investment, this document represents a collective effort within the executive branch, with input from the judicial and legislative branches. It is assumed that no one department or organization holds the key to successful deployment of IT.

The 2004 New Jersey State Information Technology Strategic Planning Framework outlines the vision, mission, and six guiding principles that will chart the future course of information technology for state government.

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Federated Model Chart

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Overview

By focusing on partnering with diverse constituencies, including state agencies, businesses, and federal, county, and local governments, the New Jersey IT community will increase and improve service delivery to 8.5 million residents over the next two years. This strategic planning framework offers our vision and initial steps for accomplishing this goal.

When fully implemented, the framework will lead to key changes in operations, accountabilities, and performance of the state IT community. The ultimate goal is to reduce costs, document added value for partners and residents, set measures for employee motivation and performance, and provide services to our diverse constituencies, and improve return on New Jersey's IT investments.

Our Vision
New Jersey's information technology community: partnering to deliver timely, high quality, relevant IT solutions and services throughout our state.

Our Mission
The mission of the state of New Jersey's IT community is to provide consistent, responsive, high quality information technology services to New Jersey's diverse constituencies, resulting in improved program delivery.

Six Guiding Principles
The strategic planning framework is built on six guiding principles:

Customer Service
Information Sharing
Enterprise Architecture
IT Workforce Development
Security
Accountability

Keys to Success
Our degree of success will correlate with our ability to acquire appropriate funding for new and on-going initiatives, improve the procurement process for information technology, enforce changes needed to carry out technical infrastructure improvements, build ever stronger cooperation within the IT community, and adopt programs specifically aligned with the six guiding principles.

Timeline
The strategic planning framework covers January 2004 to January 2006.

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Six Guiding Principles

The Strategic Planning Framework is built on six guiding principles:

Customer Service

The IT community will enhance its partnership with the state's diverse constituencies by improving customer service responsiveness and delivering high quality and relevant solutions.

Information Sharing

The IT community will promote an increase in data, information, and application sharing among New Jersey agencies in order to support the delivery of efficient, high quality, well-integrated services to its partners and to the residents of New Jersey.

Enterprise Architecture

The IT community will formalize a statewide enterprise architecture that is driven by agency business requirements. The enterprise architecture will be federated to balance agency autonomy with enterprise needs.

IT Workforce Development

The IT community will promote the continual development of an information technology workforce capable of meeting the changing needs of the state's diverse constituencies.

Security

The IT community will coordinate information technology security across state agencies, providing convenient yet secure access to government services.

Accountability

The IT community will be accountable as the information technology service partner to its varied constituencies where expectations are clearly articulated and performance is clearly defined, measured, and reported.

The following pages define the goals and initial steps planned for each of these principles.

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Customer Service

The IT community will enhance its partnership with the state's diverse constituencies by improving customer service responsiveness and delivering high quality, relevant solutions.

Build a Customer Service Mentality

Goals	Initial Steps
Identify the various customer segments being served by agencies and define their expectations.	· Publish list of customer segments. · Verify key expectations by segment along with "business drivers." · Define categories of problems to provide consistency in resolution and expectation management among agencies.
Develop inter-agency forums for each customer segment to recommend initiatives/ programs for improved service.	· Initiate and facilitate inter-agency forums. · Analyze surveys performed by the inter-agency forums to identify customer expectations, establish current baseline, and develop initiatives/programs to improve service.
Implement initiatives/ programs and increase customer satisfaction by segment.	· Present proposal of agency initiatives to improve customer service as priority agenda item for CIO Roundtable meeting. · Implement selected initiatives/programs. · Ensure universal adoption and use of consistent methods to measure customer satisfaction.
Increase procurement opportunist in information technology for diverse business constituencies	· Promote business development programs such as Contacts for Contracts.

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INCREASE THE QUALITY OF CUSTOMER INTERACTIONS

Goals	Initial Steps
Use an identity management structure to reduce the number of required customer verifications for online interactions while increasing the speed of application development.	· Define and implement, for agency-specific use, an identity management program and related services for conducting state government transactions.
Improve access to government services by increasing the number of self-service online applications in alignment with agency requirements.	· Create plan to address the development of new applications as self-service solutions that meet agency business needs. · Create plan for the conversion of legacy applications into self-service solutions that meet agency business needs.
Increase the channels of access to government services for the state's diverse constituencies.	· Document gaps in service access for specific constituencies and identify pilot programs and opportunities. · Develop a consistent method of monitoring IT improvements relating to access to services for constituent groups.

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Information Sharing

The IT community will promote an increase in data, information, and application sharing among New Jersey agencies in order to support the delivery of efficient, high quality, and well-integrated services to its partners and to the residents of New Jersey.

Increase Information Sharing

Goals	Initial Steps
Identify and prioritize opportunities for data sharing.	· Survey business managers across agencies to determine new opportunities for definition of enterprise datasets.
Expand the use of the state's information architecture and data sharing methodologies to maximize the benefits of data-sharing.	· Charge the Data Management Council to develop a process of identifying new information to be shared across agencies. · Expand the use of the state's information architecture and data sharing methodologies to maximize the benefits of data sharing.
Increase the number of reusable processes for inter-agency information sharing.	· Develop a plan that will increase the number of agencies that use a common data-sharing process.

Increase Inter-agency Coordination

Goals	Initial Steps
Increase the number of projects funded and used by multiple agencies.	· Identify and prioritize project opportunities. · Obtain funding and initiate cross-agency projects.
Ensure one view to the constituent via the state portal.	· Issue portal and application standards for use by agencies.
Leverage knowledge and skills by sharing staff among agencies.	· Pilot the rotation of IT staff for specific projects within and among agencies.

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Enterprise Architecture

The IT community will formalize a statewide enterprise architecture that is driven by agency business requirements. The enterprise architecture will be federated to balance agency autonomy with enterprise needs.

Create an Enterprise Architecture Plan That is Federated and Will Deliver Enhanced Capabilities

Goals	Initial Steps
Construct a federated enterprise architecture through inter-agency cooperation.	· Establish inter-agency enterprise architecture forums based on key IT components (including networking, data center management, information sharing/exchange, distributed application design, system integration, compliance and auditing).
Develop, from within each agency, a technology plan built on the agency's business drivers.	· Establish agency priorities and align with strategic enterprise programs.
Develop an enterprise technology infrastructure plan of prioritized projects/initiatives for core components, using the agency plans and the work done in identifying customer segments.	· Establish list of supported and endorsed technology solutions. · Evaluate current programs to identify short-term enterprise pilot initiatives. · Complete the federated enterprise architecture and plan. · Complete a list of IT enterprise guidelines and standards.

IT Workforce Development

The IT community will promote the continual development of an information technology workforce capable of meeting the changing needs of the state's diverse constituencies.

Optimize IT Workforce Expertise in Current Information Technology Developments

Goals	Initial Steps
Establish an intranet site for IT professionals to provide resources for collaboration and knowledge transfer.	· Identify IT professional segments. · Identify information collaboration resources requirements and collaboration challenges. · Identify, develop, and implement applications (e.g., blogs). · Show evidence of knowledge transfer for all employees
Initiate an inter-agency IT staff mentoring program.	· Identify IT workforce required competencies. · Pilot cross-agency executive mentoring program. · Include employees representative of New Jersey's diverse population.
Identify non-monetary incentives/rewards.	· Investigate governmental/private programs. · Create a list of possible incentives.

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LINK TECHNOLOGY PLANNING TO IT WORKFORCE DEVELOPMENT

Goals	Initial Steps
Map desired workforce skills to state IT architectural planning decisions.	· Identify desired competencies in line with strategic objectives, enterprise architecture, and sponsored programs. · Develop skills competencies list.
Align training opportunities and curricula to future program and architecture needs.	· Identify training opportunities and programs for IT staff focusing on critical skills required for attaining the desired competencies.
Increase workforce flexibility and mobility by providing IT staff the opportunity to work on different agency projects and at different agency locations.	· Develop pilot program. · Include employees representative of New Jersey's diverse population in mobility pilot program.

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Security

The IT community will coordinate information technology security across state agencies, providing convenient yet secure access to government services.

Develop Standard Responses to Security Issues

Goals	Initial Steps
Design and implement an enterprise-wide intrusion detection program.	· Establish list of supported and endorsed security technology and protocols.
Develop universal policy, procedures, and toolset to address operational security concerns.	· Select and implement security best practices for the state.
Harden network, systems, and infrastructure in order to decrease the number of intrusion events each month.	· Develop a standard process and notification system for executives and technicians.

Implement a Standard Process for Assessing Information Security

Goals	Initial Steps
Develop a standard security assessment process.	· Investigate best practices in NJ and other jurisdictions and build a standard assessment process.
Select and train a cross-agency team in assessment process and methodology.	· Determine competency requirements and develop a standard curriculum.
Perform security assessments at different agencies.	· Determine number of assessmentsl to be performed. · Select a representative group of agencies. · Perform assessments and develop remediation plans.

INCREASE SECURITY AWARENESS AMONG AGENCIES

Goals	Initial Steps
Establish a process for the regular distribution of security information, and increase inter-agency security communication.	· Initiate monthly meetings of agency security officers.
Establish a statewide method to consolidate the information related to security threats and complaints.	· Develop enterprise process for submitting and correlating security threats.
Continuously publish alerts and threats in order to increase inter-agency communication/coordination.	· Develop reporting and notification process for IT security concerns.

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Accountability

The IT community will be accountable as the information technology service partner to its varied constituencies where expectations are clearly articulated and performance is clearly defined, measured, and reported.

Increase Accountability

Goals	Initial Steps
Commit to the strategic planning framework.	· Align agency IT planning with the state IT strategic plan. · Participate in the tactical implementation.
Identify and remove barriers to clear communication.	· Develop standard and regular communication processes. · Finalize cross-agency roles and responsibilities.
Establish and monitor service level agreements.	· Identify portfolios of service and performance measures for those services. · Negotiate service levels and perform periodic reviews.

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Conclusion

In the opening years of the 21st century, government use of information technology (IT) faces many exciting challenges and opportunities. Increased focus on homeland security, expanded technical capacity, demand for a highly trained and diverse workforce, the call for seamless 24/7 access to government services and online transactions, and the development of integrated voice/data/video networks are only a few of the factors influencing the future role of IT in delivering services to the state's many constituencies.

With the presentation of this strategic planning framework, the New Jersey IT community launches a new era of effective service partnering - with other agencies, with businesses, with municipal, county, and federal governmental entities, as well as with the general public. Beginning with the six guiding principles and the initial steps identified herein, we will move to specific action and implementation plans developed by members of the state IT community.

The spirit of collaboration demonstrated in this document is key to its vision and strength. All aspects of this plan arise from the recognition that improvement of IT service delivery cannot rest with any one department or organization; it is through working together that the IT community will move successfully to achieve its goals.

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